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19 October 1954

Date: 17 JAN 77 By:

TO: Director of Training

FROM: Chief, Branch

SUBJECT: Rotational Placement Plan for Instructor Personnel

I. PROBLEM

To develop a Rotational Placement Plan for Instructor Personnel which would be beneficial both to OTR and the Clandestine Services.

II. ASSUMPTIONS

✓ 1. Individuals of proven ability with more than two years experience in theoretical and practical training work will be of great value to the Clandestine Services.

✓ 2. Actual operational experience increases an instructor's ability and effectiveness.

✓ 3. Morale and efficiency of OTR instructor personnel can be kept at a high degree if a definite rotational program is assured.

✓ 4. Individuals having both operational experience and instructional ability are valuable assets to CIA.

III. FACTS BEARING ON THE PROBLEM

✓ 1. Many OTR instructors, deeply desirous of obtaining operational experience, have difficulty in obtaining operational assignments due to the fact that no definite placement procedure has been established.

✓ 2. Many of these instructors are capable, energetic, mature, highly motivated, and aware that their value to CIA will be greatly enhanced by operational experience. In addition, they have demonstrated willingness to accept responsibility, ability to plan and implement periods of instruction, evaluate other personnel, and put ideas across effectively.

3. In several instances OTR personnel have constituted a pool of the most informed theoretical and practical experts in specific fields. Their OTR assignments have required them to conduct research, improvise, and stay abreast of current developments in their specialization.

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4. In many instances conditions have made it necessary for the Clandestine Services to place immature, untried, scantily trained individuals in responsible operational assignments. The results have not always proved successful.

IV. DISCUSSION

1. It is possible to earmark certain slots at overseas stations to be filled, on a long range rotational basis, by OTR personnel. The varied types of overseas assignments, for all practical purposes, are covered by one or more courses of instruction offered by OTR. Thus, OTR has available individuals who have been instructing in these various fields, and should, at least, be considered highly trained in the theory of their specialty.

2. The present length of time of the average overseas tour coincides with the present 30 month OTR tour. Adjustments could be made where necessary.

3. If these certain overseas slots are made available to OTR, career plans for instructors could be projected for a minimum of two years at a time. Knowledge of a definite overseas assignment would enable the individual to become familiar with the language and background of his particular area and, in many instances, while serving as an instructor in OTR, he could be assigned those portions of the training course which deal with his projected area assignment, thus greatly increasing his value to the field.

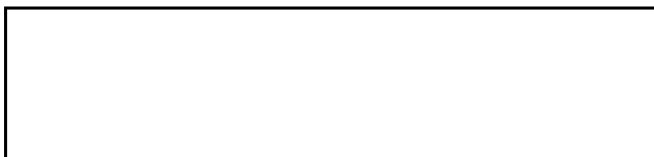
4. Rotation of OTR personnel to definite overseas stations would provide a continuity of background which would enable OTR to maintain the highest type of professional instructor cadre, thereby increasing the efficiency and effectiveness of the entire agency.

V. RECOMMENDATIONS

1. That a survey be made to determine the number and grades of operational slots necessary to provide for rotation of OTR personnel.

2. That a survey of all OTR personnel be made to determine fields of ability, interest, and area preference.

3. Upon completion of the above surveys, each area division earmark certain overseas slots to be filled by OTR personnel on a rotational basis.



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